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DCI/IC 74-0903

9 JAN 1974

MEMORANDUM FOR: The Honorable William P. Clements, Jr.
Deputy Secretary of Defense

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent to you on 30 October has been considerably revised on the basis of comments provided by you, other NSCIC members and the USIB principals. This final list accommodates many of the additions which you submitted, although in some cases the wording adopted is somewhat more generalized

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3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed additions was so great, however, that accommodating all of them would have changed the character of the listing. I wanted to keep the total number of questions small enough to be manageable, so the problem was to identify proposed additions of sufficient importance to substitute for some of those on the October list, or to revise the wording of the questions to accommodate ideas presented in recommended additions. As it is being submitted to the NSCIC, the list actually has fewer questions than were included in October, but 23 of the questions are new and 38 are revisions of original questions.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the

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effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

SIGNED

W. E. Colby

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DCI/IC 74-0904

9 JAN 1974

MEMORANDUM FOR: Admiral T. H. Moorer
Chairman, Joint Chiefs of Staff

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for
FY 1974 as I will submit them to the NSCIC for approval. The
NSCIC will meet to consider this list in the near future, and in
the interim I am distributing copies to the United States Intelli-
gence Board so that we may get on with the many tasks which face us.

2. The set of questions sent you for comment on 30 October
has been revised on the basis of proposals received from you, other
NSCIC members and the USIB principals.

3. You will note that the Introduction to the list of questions
makes particular reference to the omission of departmental and
tactical intelligence matters, which I recognize are of particular
importance to the Department of Defense. The Introduction also states
that the questions are "issued as guidance to the Intelligence
Community for the collection and production of intelligence" and
the reference to "tasking" has been deleted.

4. The final list accommodates nearly all of your recommendations
as to changes which would make the Key Intelligence Questions compatible
with the DIA Critical Near Term Defense Intelligence Objectives (CNTDIO)   25X1
even though the wording of the individual key questions is not identical
with that of items in the CNTDIO.

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I consider this an important matter of ongoing intelligence responsi-
bility, much like our attention to warning problems, which also are
not covered by the key questions.

5. I was very pleased to note the care with which the original
set of Key Intelligence Questions was reviewed and the thoughtfulness
of the proposed changes and additions. The total number of proposed
changes was so great, however, that accommodating all of them would
have changed the entire character of the listing.

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6. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

7. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

8. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

9. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

10. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

11. Again, may I express my personal appreciation for your contribution to this project.

SIGNED

W. E. Colby

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